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JSC issues first strategic implementation plan

All employees should relate their work to center's plan

By Doug Peterson

After several months of work, a team from across the center has completed the first JSC Implementation Plan that identifies "how" JSC will implement the "what and why" of NASA programs as described in the agency's higher level strategic plans.

The plan is part of agencywide management improvements and strategic planning efforts, and it links the work done by individuals at JSC to agency strategic plans and government legislation. JSC

Director George Abbey and other top NASA leaders recently approved the plan, which will be distributed shortly and followed by meetings to discuss its impact.

Beginning with a senior staff briefing Aug. 11, the plan's rollout includes briefings and training for managers, followed by briefings to all employees by Sept. 12. Individual NASA employees will receive their copies in group meetings. Posters that emphasize JSC roles and top level strategic links will be distributed to center offices

and organizations.

The JSC Implementation Plan, unlike previous strategic planning efforts, provides an approach for planning specific center actions to reach goals expressed in the Human Exploration and Development of Space enterprise, other enterprises, and NASA strategic plans. For the first time, the new plan establishes a center commitment to begin directing efforts toward leaving low-Earth orbit—setting the stage for a possible return to the Moon and traveling to Mars.

Most of NASA's management initiatives over the last few years are incorporated into the agency planning efforts in documents that flow down from the agency's Strategic Plan and Strategic Handbook, to the enterprise strategic plans and then to each center's implementation plan. Significant changes, such as naming lead centers with expanded roles, identified in the Zero-Based Review and other documents are imbedded in the new plans.

The JSC Implementation Plan Please see **PLAN**, Page 8



NASA Photo S85E5010

STS-85 Mission Specialist Robert Curbeam tends the Bioreactor Demonstration System on *Discovery's* middeck. The experiment is taking advantage of the microgravity environment to grow cancer tissue samples that are larger than any that can be grown on Earth. The research may help scientists develop new ways of killing the cells in patients suffering from the disease.

STS-85 crew eyes ozone, station tools

By Ed Campion

Following the successful launch of Space Shuttle *Discovery* on Aug. 7, the six-person crew onboard is nearing the end of its work to support studies of the Earth's atmosphere and tests of space station tools.

Commander Curt Brown, Pilot Kent Rominger, Payload Commander Jan Davis, Mission Specialists Robert Curbeam and Steve Robinson along with Canadian Payload Specialist Bjarni Tryggvason are working with payloads and experiments that investigate Earth's middle atmosphere and demonstrate operations important to the future International Space Station.

A little more than seven hours after reaching Earth orbit, Davis used the shuttle's mechanical arm to grapple and deploy the Cryogenic Infrared Spectrometers and Telescopes for the Atmosphere-Shuttle Pallet Satellite-2 payload. The German-built satellite, being carried as part of a cooperative program between NASA and the German Space Agency DARA, is flying free for more than 200 hours and using three telescopes and four spectrometers to measure infrared radiation emitted by the Earth's middle atmosphere. Data gathered will help investigators from 15 countries understand how small-scale tracer "filaments" in the stratosphere contribute to transport of ozone and chemical compounds that affect the distribution of ozone.

If things go as planned, the crew will retrieve the SPAS satellite Saturday, Aug. 16. As part of the effort to retrieve CRISTA-SPAS, Brown and Rominger will use a velocity bar or V-bar approach in the rendezvous with the SPAS satellite as part of an evaluation of the close proximity operations that will be done by a shuttle approaching the International Space Station.

Other payload activities during *Discovery's* mission relate to future ISS operations. One of those is the Manipulator Flight Demonstration payload. The MFD is a prototype of the Small Fine Arm that will be at the end

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Open house activities set

JSC employees are rolling out the red carpet to welcome the public for the third annual JSC Open House on Saturday, Aug. 23.

More than 15 buildings around the center will be open to display, demonstrate and showcase the programs and projects currently in work. Visitors also will have the opportunity to view the new Neutral Buoyancy Laboratory at the Sonny Carter Training Facility and the various aircraft at JSC's Ellington Field. The Teague Auditorium will feature children's activities, Internet demonstrations and presentations from experts around the center.

"Our employees have gone all out to make this open house an event to remember," said John Lawrence, chairman of the open house committee.

Other highlights include astronaut autographs in both cafeterias and photo opportunities in the JSC's television studio and in the cockpit of a T-38 jet trainer.

Nearly 200 employees have signed up to help visitors during the seven-hour event, with more needed to make the open house a success. JSC and contractors may volunteer by calling Kacy Carraway at x35045.

Mir 24 crew arrives; Wolf to replace Foale

The human population aboard Space Station Mir rose to five last week when the Mir 24 cosmonauts successfully docked their Soyuz capsule to the Russian outpost while NASA managers decided to replace Astronaut Wendy Lawrence as the next long duration U. S. crew member on Mir.

With first-time Flight Engineer Pavel Vinogradov at his side, veteran Mir 24 Commander Anatoly Solovyev guided his Soyuz TM-26 to a docking at shortly after noon CDT on Thursday, Aug. 7—two days after their launch from the Baikonur Cosmodrome in Central Asia. The hatches between the two

vehicles were opened an hour and a half later, and the new residents were greeted by Mir 23 Commander Vasily Tsibliev, Flight Engineer Alexander Lazutkin, and U.S. Astronaut Mike Foale.

Recent activities aboard Mir focused principally on troubleshooting an apparent problem with a new Elektron oxygen-generating unit in the Kvant-1 module. Tsibliev and Lazutkin changed components on the Elektron with similar elements from another unit, but it still could not be activated. At weeks



end, Russian engineers were still considering other options. In the meantime, the temporary shutdown of Elektron poses no problem or threat to crew safety or mission goals. Oxygen generating canisters are being burned periodically to provide ample oxygen for Mir.

There is about a two-month supply of the canisters on board. The Vozdukh carbon dioxide removal system remains on and is functioning normally.

The Mir 24 crew is expected to

perform several space walks during its tour, designed to effect repairs to the Mir's damaged Spektr module and restore power from Spektr's solar panels. Plans called for Tsibliev and Lazutkin to conduct one-week handover with Solovyev and Vinogradov before their scheduled departure on Aug. 14 in their Soyuz TM-25 capsule. Their return to Earth will come after 185 days in space.

Lawrence's replacement by her backup, David Wolf, for the next long duration stay on the Russian station will enable Wolf to act as a backup crew member for space

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